

# FY 04 CALENDAR (OCTOBER 2003– SEPTEMBER 2004)

SUPERVISORY AND MANAGERIAL	COST	COURSE DATES AND COURSE CODES											
		OCT 03	NOV 03	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	JUN 04	JUL 04	AUG 04	SEP 04
Advanced Project Management	\$600										26-28		
Basic Project Management	\$620					23-25				21-23			
Best Practices for Today's Leader	\$115							12					
Building and Sustaining High Performance Project Teams	\$600					22-24							20-22
Challenges For The Experienced Supervisor	None							06				30	
Change Management for Leaders	\$135						03						
Coaching, Counseling, and Confronting	\$315										19-20		
Dynamic Leadership	\$600							19-21				16-18	
Introduction to Personnel Management	None		03-06			23-26				07-10		23-26	
Leadership Communications: Confidence & Competence	\$315									22-23			
Problem Solving and Decision-Making Skills for Supervisors/Team Leaders	\$115					04							
Supervision I: Introduction to Supervision	\$715		17-20		12-15			26-29				02-06	
Supervision II: Shaping the Performance of Others	\$315			08-09		09-10				14-15			13-14
Team Building for Supervisors	\$135										14		
Team Dynamics	\$135												13
Turning Team Conflict into a Positive Source of Energy	\$315							26-27					

# ***SUPERVISORY AND MANAGERIAL TRAINING***

The transition from a team member to a team leader or supervisor is the most significant change a person will make during his or her career. Unfortunately, very little of a person's earlier work experiences prepare him or her for the transition. It is important that a supervisor possess the skills which will enable him or her to lead others as well as to manage his/ her own work load effectively.

Learning is a lifelong process, and that supervisors, both new and experienced, have special training and developmental needs. To that end, we strive to provide a program of on-site courses which will meet the needs of these individuals. The courses which we have designed are based on the competencies which have been established by the Navy in the Civilian Leadership Continuum. These competencies, documented within this text, reflect key supervisory tasks performed by all supervisors, regardless of their place in the organization.

## **NEW SUPERVISORS**

Each new supervisor, in conjunction with his or her first level supervisor, must prepare an Individual Development Plan based on personal and organizational needs within forty-five (45) calendar days of appointment to the supervisory position. The IDP should reflect the competencies stated in the civilian leadership continuum. The courses which a new supervisor can choose from to ensure that they possess the proper background in supervisory skills include:

Introduction to Personnel Management for Supervisors\*<sup>1</sup>

Supervisory Skills I: Introduction to Supervision\*

Supervisory Skills II: How to Motivate Others\*

Introduction to Project Management

Team Skills and Concepts (TQL course)

Leadership Communication: Confidence & Competence

Leading Organizational Change

Advance Project Management

Shaping the Mentor experience as a Mentor

The Science of Leadership and the Art of Gaining Followers (TQL course)

The Seven Habits of Highly Effective People

\* Mandatory for all new supervisors during probationary period.

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<sup>1</sup> This course is required for all new supervisors within 6 months of appointment to supervisory position. It is also highly recommended for experienced supervisors who are new to the command.

## PROGRAM CERTIFICATION

New supervisors should strive to complete a total of 100 hours of supervisory training within the first eighteen months of appointment. Those individuals who meet this goal will receive a certificate of achievement in supervision.

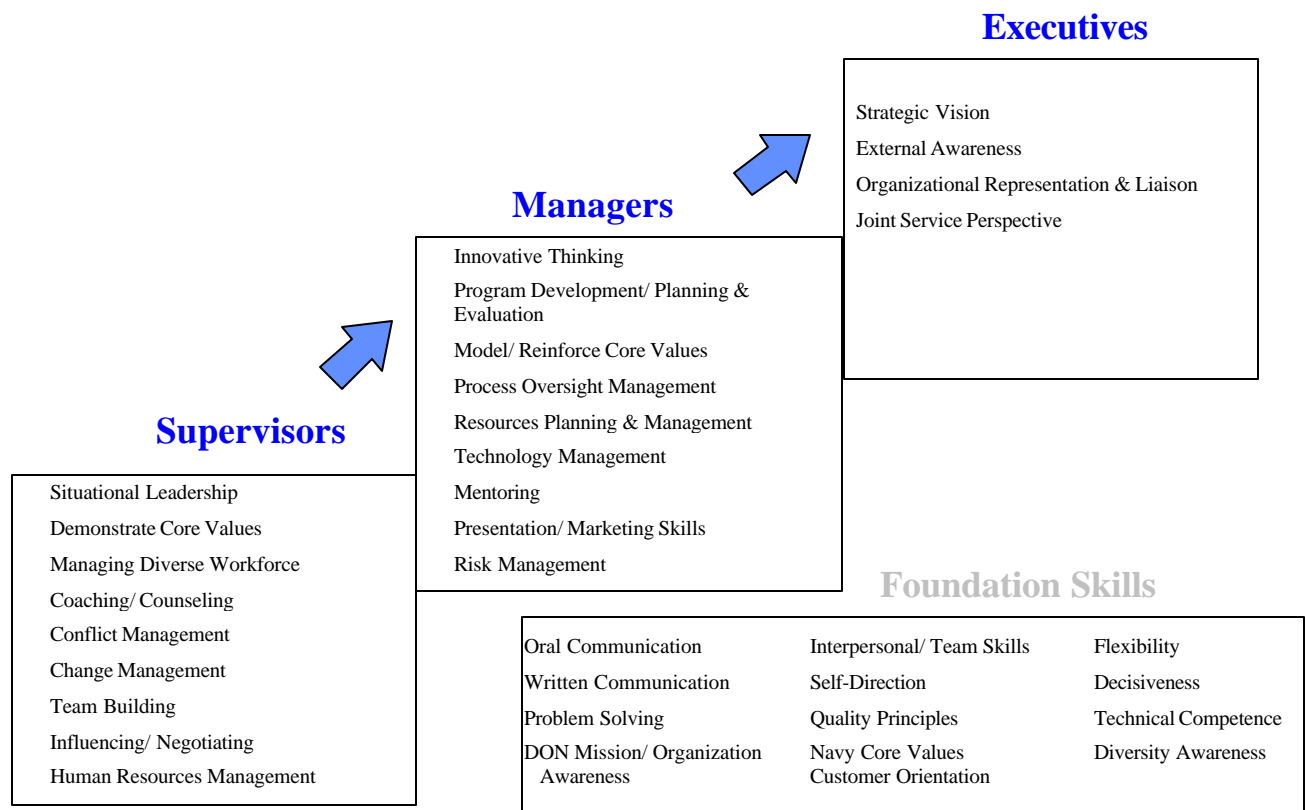
## EXPERIENCED SUPERVISORS

Experienced supervisors and managers should ensure that they continue their development. The old method of a “boss” and “subordinate” is no longer valid in a competency aligned organization. Today’s supervisor requires a new set of skills including, coaching, leading, and mentoring. Leadership becomes critically important during transition periods. Any of the courses which were mentioned above would enhance the skills of a seasoned supervisor.

## PRE-SUPERVISORY DEVELOPMENT

Many professionals desire to move into management positions. In order to assist their development, we are offering Dynamic Leadership. This workshop provides the opportunity for employees to prepare for the transition to leadership by assessing their capabilities and interests in supervision. Individuals who do not occupy positions which are designated as supervisory are welcome to sign up for all other classes as space permits.

## Civilian Leadership Development Continuum



<b>COURSE TITLE:</b>	<b>ADVANCED PROJECT MANAGEMENT</b>
<b>VENDOR:</b>	Stanley E. Portny & Associates 20 Helene Drive Randolph, NJ 07869
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATE:</b>	<b>NOMINATION DEADLINE:</b>
26-28 July 04	25 June 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	<p>Stan Portny, author of the acclaimed <b>Project Management For Dummies</b>, introduces you to advanced skills and techniques for effective project planning, organizing and control. Topics will include:</p> <ul style="list-style-type: none"> <li>❖ Keys for successful matrix management</li> <li>❖ Conflict management</li> <li>❖ Difference between management and leadership</li> <li>❖ Keys to successful interpersonal relations</li> <li>❖ Techniques to facilitate effective communication</li> <li>❖ How to develop and use power and influence</li> <li>❖ Overview of the elements of a high performance project team</li> <li>❖ How to create and sustain motivation and enthusiasm</li> <li>❖ Benefit cost analysis as a decision support tool</li> <li>❖ How to develop the project budget</li> <li>❖ Project risk management</li> <li>❖ Project management information systems: schedule, labor and funds</li> <li>❖ Earned Value Analysis and progress reporting</li> <li>❖ The Post Project Evaluation</li> </ul>
<b>AUDIENCE:</b>	Managers and team members of small, medium and large projects, as well as others who support projects.
<b>LENGTH:</b>	3 Days
<b>NOMINATIONS:</b>	<p>Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a></p> <p><b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>
<b>COST:</b>	\$600
<b>METHOD OF PAYMENT:</b>	Vendor DOES NOT accept credit cards.
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>BASIC PROJECT MANAGEMENT</b>
<b>VENDOR:</b>	Stanley E. Portny & Associates 20 Helene Drive Randolph, NJ 07869
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 23-25 February 04 21-23 June 04	<b>NOMINATION DEADLINE:</b> 23 January 04 21 May 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	<p>Stan Portny, author of the acclaimed <b>Project Management For Dummies</b>, introduces you to key techniques and approaches for effective project planning, organizing and control. Topics will include:</p> <ul style="list-style-type: none"> <li>❖ Defining project purpose, desired outcomes, constraints and assumptions (the Statement of Work)</li> <li>❖ Determining key project participants (the Audience List)</li> <li>❖ Identifying project activities (the Work Breakdown Structure)</li> <li>❖ Specifying project roles and responsibilities (the Linear Responsibility Chart)</li> <li>❖ Developing and displaying a realistic and achievable project schedule (the Network Diagram, Key Events and Activities Lists and Gantt Chart)</li> <li>❖ Estimating required personnel resources (the Skills Roster, Human Resources Matrix, Person Loading Chart and Person Loading Graph)</li> <li>❖ Controlling project schedule performance and resource expenditures</li> <li>❖ How to hold people accountable over whom you have no direct authority</li> <li>❖ Keys for creating and keeping a motivated project team</li> </ul>
<b>AUDIENCE:</b>	Managers and team members of small, medium and large projects, as well as others who support projects.
<b>LENGTH:</b>	3 Days
<b>NOMINATIONS:</b>	<p>Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a></p> <p><b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>
<b>COST:</b>	\$620
<b>METHOD OF PAYMENT:</b>	Vendor DOES NOT accept credit cards.
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>BEST PRACTICES FOR TODAY'S LEADER</b>
<b>VENDOR:</b>	JAE Facilitation and Training P. O. Box 211 LaPlata MD 20646
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 12 April 04	<b>NOMINATION DEADLINE:</b> 12 March 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	Participants will learn about specific behaviors and actions of exemplary leaders. During the session participants will identify their own strengths and opportunities for growth and learn strategies to expand and improve the exemplary leadership behaviors. Each participant will develop a personal leadership plan.
<b>OBJECTIVE:</b>	At the completion of this session, participants will be able to: <ul style="list-style-type: none"> <li>❖ Name the Five Practices of Exemplary Leadership.</li> <li>❖ Recognize specific behaviors and actions of exemplary leaders.</li> <li>❖ Identify their own specific leadership strengths and opportunities for improvement.</li> <li>❖ Learn more about tools and skills that will help leaders to enhance the exemplary leadership behaviors.</li> <li>❖ Motivate their own workplace group with a vision they have written during the session.</li> <li>❖ Create a plan of action for continuing their leadership development.</li> </ul>
<b>PREREQUISITE:</b>	None
<b>LENGTH:</b>	1 Day
<b>NOMINATIONS:</b>	Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a> <b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.
<b>COST:</b>	\$115
<b>METHOD OF PAYMENT:</b>	Vendor DOES NOT accept credit cards.
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>BUILDING AND SUSTAINING HIGH PERFORMANCE PROJECT TEAMS</b>
<b>VENDOR:</b>	Stanley E. Portny & Associates 20 Helene Drive Randolph, NJ 07869
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 22-24 March 04 20-22 September 04	<b>NOMINATION DEADLINE:</b> 23 February 04 20 August 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	<p>Participants will learn key techniques and skills for creating and sustaining high performance project teams. Topics will include:</p> <ul style="list-style-type: none"> <li>❖ The High Performance Project Team: Goals, Roles, Processes and Relationships;</li> <li>❖ Developing the Project Team: Forming, Storming, Norming and Performing;</li> <li>❖ Project Leadership versus Project Management;</li> <li>❖ Defining Project Leader and Team Member Roles and Responsibilities;</li> <li>❖ Determining Personal Operating Style: a Self-Assessment;</li> <li>❖ Creating the Project Team Vision;</li> <li>❖ Organizing the Project Team;</li> <li>❖ How to Choose the Right People;</li> <li>❖ How to Plan for Multiple Assignments;</li> <li>❖ How to Ensure Stronger and More Productive Team Member Relationships;</li> <li>❖ Managing the Project Team During Performance;</li> <li>❖ Alternative Approaches to Project Decision Making and Conflict Resolution;</li> <li>❖ Communicating Effectively and Efficiently; and</li> <li>❖ Sustaining Project Team Motivation.</li> </ul>
<b>AUDIENCE:</b>	Managers and team members of small, medium and large projects, as well as others who support projects.
<b>LENGTH:</b>	3 Days
<b>NOMINATIONS:</b>	<p>Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a></p> <p><b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>
<b>COST:</b>	\$600
<b>METHOD OF PAYMENT:</b>	Vendor DOES NOT accept credit cards.
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>CHALLENGES FOR THE EXPERIENCED SUPERVISOR</b>
<b>VENDOR:</b>	Human Resources Department, NAWCAD Patuxent River, MD 20670
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 06 April 04 30 August 04	<b>NOMINATION DEADLINE:</b> 05 March 04 30 July 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	<p>Experienced managers and supervisors will examine skills and techniques necessary to successfully address the most complex ER/LR/EEO problems facing the workforce today and be introduced to personnel changes which may have been enacted in recent years. Course participants will analyze a multi-layered, complex case study involving elements of leave, medical issues, poor performance, conduct and related EEO concerns.</p> <ul style="list-style-type: none"> <li>❖ What do you do when medical issues may be contributing to excessive leave use and performance problems?</li> <li>❖ Can you remove an employee for excessive approved leave?</li> <li>❖ How do you distinguish between conduct problems and legitimate requests for accommodation?</li> <li>❖ Can you require an employee to submit to a medical exam?</li> <li>❖ How do FMLA entitlements impact your decisions regarding approval/disapproval of leave?</li> <li>❖ When do you have to notify your employee about the entitlements of FMLA?</li> <li>❖ When and how do you utilize medical documentation to make personnel decisions?</li> <li>❖ When faced with a leave abuse problem, how do you address performance issues?</li> <li>❖ What is reasonable accommodation and when do you have to address the issue?</li> </ul>
<b>OBJECTIVE:</b>	Upon completion of this training, participants will be able to analyze and apply tools relative to complex personnel issues in the areas of Employee Relations and Equal Employment Opportunity.
<b>AUDIENCE:</b>	Civilian Supervisors and Managers; and Military who supervise Civilians
<b>PREREQUISITE:</b>	Minimum of 3 years experience as a supervisor.
<b>NOMINATIONS:</b>	<p>Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a></p> <p><b>NOTE: <u>CONTRACTOR PERSONNEL ARE NOT ELIGIBLE.</u></b></p>
<b>COST:</b>	None
<b>LENGTH:</b>	1 Day
<b>POC:</b>	(301) 757-4123



<b>COURSE TITLE:</b>	<b>CHANGE MANAGEMENT FOR LEADERS</b>
<b>VENDOR:</b>	College of Southern Maryland 8730 Mitchell Road, P.O. Box 910 LaPlata, MD 20646-0910
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 03 March 04	<b>NOMINATION DEADLINE:</b> 03 February 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	Gain a deeper understanding of how people make decisions and why some people are more open to change than others. Topics include tools to manage effective communications, the importance of team involvement, negotiating techniques, and strategic planning that will enhance organizational and personal change.
<b>OBJECTIVES:</b>	At the conclusion of this course, participants should be able to: <ul style="list-style-type: none"> <li>❖ Identify productive and non-productive change behaviors.</li> <li>❖ Identify and understand the four phases of change.</li> <li>❖ Discuss how change affects communication.</li> <li>❖ Define organizational change by functional, nonfunctional and dysfunctional patterns.</li> <li>❖ Examine how to involve other in the change.</li> <li>❖ Develop a strategy to master change.</li> <li>❖ Facilitate the process of change to achieve desired results.</li> </ul>
<b>AUDIENCE:</b>	All leaders who want to master the art of facilitating change in their organization.
<b>NOMINATIONS:</b>	Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a> <b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.
<b>LENGTH:</b>	1 Day
<b>COST:</b>	\$135
<b>METHOD OF PAYMENT:</b>	Vendor accepts GCPC (Governmentwide Commercial Purchase Card).
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>COACHING, COUNSELING, AND CONFRONTING</b>
<b>VENDOR:</b>	Cornerstone Management Services, Inc. 12300 Palm Avenue Bakersfield, CA 93312
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATE:</b> 19-20 July 04	<b>NOMINATION DEADLINE:</b> 18 June 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	This workshop distinguishes and defines the activities of coaching, counseling and confronting. For many formal and informal leaders, the techniques and issues surrounding these activities are difficult to identify and control. This workshop answers questions of how, when and where to perform these skills. Practical steps provide tools for effectively performing in each of these situations while maintaining a focus upon both the needs of the employee and the work responsibilities. Workshop exercises provide opportunity for participants to practice the tools and skills relative to their particular work circumstances and issues.
<b>AUDIENCE:</b>	This course is designed for those in supervisory positions or those who have been designated as team leaders.
<b>PREREQUISITE:</b>	None
<b>LENGTH:</b>	2 Days
<b>NOMINATIONS:</b>	Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a> <b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.
<b>COST:</b>	\$315
<b>METHOD OF PAYMENT:</b>	Vendor accepts GCPC (Governmentwide Commercial Purchase Card).
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>DYNAMIC LEADERSHIP</b>
<b>VENDOR:</b>	Stanley E. Portny & Associates 20 Helene Drive Randolph, NJ 07869
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 19-21 April 04 16-18 August 04	<b>NOMINATION DEADLINE:</b> 19 March 04 16 July 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	<p>Stan Portny, author of the acclaimed <b>Project Management For Dummies</b>, explores leadership and what it entails, the characteristics of successful leaders, how dynamic leaders can help to ensure success and different leadership styles. Topics addressed include:</p> <ul style="list-style-type: none"> <li>❖ False premises about leadership and leaders</li> <li>❖ The dynamic leader's primary tasks</li> <li>❖ The difference between leadership and management</li> <li>❖ Similarities and differences between today's leaders and leaders of the past</li> <li>❖ Three common motives of dynamic leaders</li> <li>❖ Character and behavioral traits shared by dynamic leaders</li> <li>❖ What successful leaders need to know</li> <li>❖ How to encourage successful interpersonal relationships</li> <li>❖ How to ensure successful communication</li> <li>❖ How to resolve conflicts constructively</li> <li>❖ How to motivate and inspire others</li> <li>❖ Assessing your own personal leadership style (D. I. S. C.)</li> <li>❖ Preparing your Leadership Development Plan</li> </ul>
<b>AUDIENCE:</b>	This course is designed for anyone interested in leadership roles and dynamics.
<b>PREREQUISITE:</b>	None
<b>LENGTH:</b>	3 Days
<b>NOMINATIONS:</b>	<p>Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a></p> <p><b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>
<b>COST:</b>	\$600
<b>METHOD OF PAYMENT:</b>	Vendor DOES NOT accept credit cards.
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>PERSONNEL MANAGEMENT (INTRO TO)</b>
<b>VENDOR:</b>	Human Resources Department Naval Air Warfare Center Aircraft Division Patuxent River, MD 20670
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 03-06 November 03 23-26 February 04 07-10 June 04 23-26 August 04	<b>NOMINATION DEADLINE:</b> 03 December 03 23 January 04 07 May 04 23 July 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	This course is required for employees recently appointed to supervisory positions. Topics include: Employee and Labor Relations, Benefits, Prevention of Sexual Harassment, AIDS in the Workplace, Civilian Employee Assistance Program, Position Management, Staffing and Classification, Performance Appraisal Process, Employee Development, Equal Employment Opportunity and the Discrimination Complaints Process, Safety and Security.
<b>OBJECTIVE:</b>	At the conclusion of this course, supervisors should be equipped to deal with a variety of personnel issues which affect their employees.
<b>AUDIENCE:</b>	All newly appointed supervisors and managers within six months of their appointment to a supervisory position.
<b>PREREQUISITE:</b>	<b>Must currently be in a supervisory/managerial position</b>
<b>LENGTH:</b>	4 Days
<b>NOMINATIONS:</b>	Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a> <b>NOTE: <u>CONTRACTOR PERSONNEL ARE NOT ELIGIBLE.</u></b>
<b>COST:</b>	None
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>LEADERSHIP COMMUNICATIONS: CONFIDENCE &amp; COMPETENCE</b>
<b>VENDOR:</b>	Cornerstone Management Services, Inc. 12300 Palm Avenue Bakersfield, CA 93312
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATE:</b> 22-23 June 04	<b>NOMINATION DEADLINE:</b> 21 May 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	This workshop is for all personnel who want to improve their leadership communication skills. It is designed to help attendees develop and renew personal effectiveness in influencing others, dealing with criticism, negotiating, asserting personal values and expectations, confronting problem behaviors and feeling in control of situations.
<b>OBJECTIVE:</b>	At the conclusion of this course, participants should be able to: <ul style="list-style-type: none"> <li>❖ Possess the fundamental skills and practices of effective communication.</li> <li>❖ Know how to negotiate effectively for win-win solutions.</li> <li>❖ Develop a personal improvement plan for leadership communications.</li> <li>❖ Apply communication skills to real situations.</li> <li>❖ Modify own personal communication style to better communicate with others.</li> </ul>
<b>AUDIENCE:</b>	All personnel in a supervisory or team lead position. Others are welcome to attend dependent upon space availability.
<b>LENGTH:</b>	2 Days
<b>NOMINATIONS:</b>	Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a> <b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.
<b>COST:</b>	\$315
<b>METHOD OF PAYMENT:</b>	Vendor accepts GCPC (Governmentwide Commercial Purchase Card).
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>PROBLEM SOLVING AND DECISION-MAKING SKILLS FOR SUPERVISORS AND TEAM LEADERS</b>
<b>VENDOR:</b>	JAE Facilitation and Training P. O. Box 211 LaPlata MD 20646
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 04 February 04	<b>NOMINATION DEADLINE:</b> 05 January 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	In this course, participants will learn strategies for making individual and group decisions. The course will increase your understanding of when to involve a team in decision-making and problem solving processes. You will learn how to plan, prepare, and facilitate decision-making and problem solving meetings.
<b>OBJECTIVE:</b>	At the completion of this session, participants will be able to: <ul style="list-style-type: none"> <li>❖ Understand and use various decision-making styles.</li> <li>❖ Build team support for goals.</li> <li>❖ Identify components of effective and ineffective meetings.</li> <li>❖ Understand the role of a meeting facilitator and recorder.</li> <li>❖ Use group process tools and strategies.</li> <li>❖ Plan and prepare for a meeting.</li> <li>❖ Formulate action plans.</li> </ul>
<b>AUDIENCE:</b>	Anyone in a team lead or supervisory position.
<b>PREREQUISITE:</b>	None
<b>LENGTH:</b>	1 Day
<b>NOMINATIONS:</b>	Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a> <b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.
<b>COST:</b>	\$115
<b>METHOD OF PAYMENT:</b>	Vendor DOES NOT accept credit cards
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>SUPERVISION I: (INTRO TO)</b>
<b>VENDOR:</b>	Cornerstone Management Services, Inc. 12300 Palm Avenue Bakersfield, CA 93312
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 17-20 November 03 12-15 January 04 26-29 April 04 02-06 August 04	<b>NOMINATION DEADLINE:</b> 17 October 03 12 December 03 26 March 04 02 July 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	<p>This is a practical skills workshop for all levels of personnel with responsibility for coordinating, leading, and supervising the work of others. It is designed for those in supervisory or team lead positions, and is comprised of lectures, discussions, videos, individual and group projects, skills practice and class interaction. The course content includes:</p> <ul style="list-style-type: none"> <li>❖ Fundamentals of managing and leading</li> <li>❖ Interpersonal skills</li> <li>❖ Coaching/ counseling</li> <li>❖ Influencing specific performance improvements</li> <li>❖ Performing leadership and enjoying the work</li> <li>❖ Problem solving</li> <li>❖ Implementing change</li> <li>❖ Managing workload</li> </ul>
<b>AUDIENCE:</b>	This course is designed for those in supervisory positions or those who have been designated as team leaders. It is required for all new supervisors in a probationary period.
<b>PREREQUISITE:</b>	None
<b>LENGTH:</b>	4 Days
<b>NOMINATIONS:</b>	<p>Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a></p> <p><b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>
<b>COST:</b>	\$715
<b>METHOD OF PAYMENT:</b>	Vendor accepts GCPC (Governmentwide Commercial Purchase Card).
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>SUPERVISION II: SHAPING THE PERFORMANCE OF OTHERS</b>
<b>VENDOR:</b>	Cornerstone Management Services, Inc. 12300 Palm Avenue Bakersfield, CA 93312
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 08-09 December 03 09-10 February 04 14-15 June 04 13-14 September 04	<b>NOMINATION DEADLINE:</b> 07 November 03 09 January 04 14 May 04 13 August 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	<p>This is a skills development workshop for personnel with responsibility for supervising and shaping the work performances of others. It reinforces the practices of positive coaching and problem solving with employees. Emphasis is placed upon assessing performance, dealing with complaints and grievances, dealing with difficult people, using positive discipline, developing individual performance improvement plans and gaining support for personnel actions. Strategies are discussed for developing your personal technical competencies and emotional strengths for confronting and addressing performance improvement of others. Topics include:</p> <ul style="list-style-type: none"> <li>❖ Taking responsibility for the performance of others</li> <li>❖ Dealing with complaints and grievances</li> <li>❖ Dealing with conflicts</li> <li>❖ Using positive discipline</li> <li>❖ Managing a diverse workforce</li> <li>❖ Performance Appraisal</li> </ul>
<b>AUDIENCE:</b>	This course is designed for those in supervisory positions or those who have been designated as team leaders.
<b>PREREQUISITE:</b>	This course is stand-alone for seasoned supervisors. Newly appointed supervisors should take Supervision I prior to taking this course.
<b>LENGTH:</b>	2 Days
<b>NOMINATIONS:</b>	<p>Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a></p> <p><b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>
<b>COST:</b>	\$315
<b>METHOD OF PAYMENT:</b>	Vendor accepts GCPC (Governmentwide Commercial Purchase Card).
<b>POC:</b>	(301) 757-4123



<b>COURSE TITLE:</b>	<b>TEAM BUILDING FOR SUPERVISORS</b>
<b>VENDOR:</b>	College of Southern Maryland 8730 Mitchell Road, P.O. Box 910 LaPlata, MD 20646-0910
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 12 July 04	<b>NOMINATION DEADLINE:</b> 11 June 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	How do you build a cohesive, cross-functional and dynamic team? How do you lead a group of people and transform their relationship into a functional team with a “gung ho” spirit that improves both the atmosphere of the work place and the organization? This class offers not only the mechanics of the arduous tasks of building a functional team, but also forces of the supervisor to take a hard and gritty look at his or her own supervisory style and its impact on the formation of a team. Topics that will be covered include setting the team charter, the rules of the team, inter-group dynamics, and facilitation and communication skills.
<b>OBJECTIVES:</b>	At the conclusion of this course, participants should be able to: <ul style="list-style-type: none"> <li>❖ Define the team charter, rules and relationships.</li> <li>❖ Facilitate result-oriented team meetings.</li> <li>❖ Provide leadership that transforms a group into a functioning team.</li> </ul>
<b>AUDIENCE:</b>	New or experience supervisors with limited or no formal training in team building skills. Each participant should have or should soon expect to have direct supervisory responsibility.
<b>NOMINATIONS:</b>	Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a> <b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.
<b>LENGTH:</b>	1 Day
<b>COST:</b>	\$135
<b>METHOD OF PAYMENT:</b>	Vendor accepts GCPC (Governmentwide Commercial Purchase Card).
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>TEAM DYNAMICS</b>
<b>VENDOR:</b>	College of Southern Maryland 8730 Mitchell Road, P.O. Box 910 LaPlata, MD 20646-0910
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATES:</b> 13 September 04	<b>NOMINATION DEADLINE:</b> 13 August 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	This training offers strategies for building a cohesive, dynamic and high-performing team. Participants will define the team charter and explore group dynamics, power issues, and conflict and intervention strategies. Participants will also assess their profile as team players. Other topics include the characteristics of high-performance teams such as shared vision, effective communication, working within a zone of concern, and regular reviews of quality of products.
<b>OBJECTIVES:</b>	At the conclusion of this course, participants should be able to: <ul style="list-style-type: none"> <li>❖ Prepare a team charter and vision statement.</li> <li>❖ Apply own team profile to improve the performance of the team.</li> <li>❖ Develop effective communication skills.</li> <li>❖ Function effectively in a high performance team.</li> </ul>
<b>AUDIENCE:</b>	Managers or leaders who want to create high levels of employee involvement through less directive, more facilitative leadership strategies. This includes managers, supervisors, group leaders, team leaders, project leaders, and facilitators.
<b>NOMINATIONS:</b>	Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a> <b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.
<b>LENGTH:</b>	1 Day
<b>COST:</b>	\$135
<b>METHOD OF PAYMENT:</b>	Vendor accepts GCPC (Governmentwide Commercial Purchase Card).
<b>POC:</b>	(301) 757-4123

<b>COURSE TITLE:</b>	<b>TURNING TEAM CONFLICT INTO A POSITIVE SOURCE OF ENERGY</b>
<b>VENDOR:</b>	Cornerstone Management Services, Inc. 12300 Palm Avenue Bakersfield, CA 93312
<b>LOCATION:</b>	Employee Development Center, Building #2189
<b>DATE:</b> 26-27 April 04	<b>NOMINATION DEADLINE:</b> 26 March 04
<b>TIME:</b>	8:00 a.m. - 3:30 p.m.
<b>DESCRIPTION:</b>	<p>This two day workshop identifies and coaches techniques for gaining increased teamwork effectiveness through systematic resolution of conflict. Methods used assume enhancement of technical and teamwork performance through approaches, techniques and skills to change conflict within teams from limiting constraints into creative energy.</p> <p>Topics addressed:</p> <ul style="list-style-type: none"> <li>❖ Destructive and creative aspects of team conflict their relationship to customers and quality of performance</li> <li>❖ Preferred methods of dealing with conflict</li> <li>❖ Five conflict-handling modes</li> <li>❖ Generating ideas for benefiting from team conflict</li> <li>❖ Clarifying expectations within teams</li> <li>❖ Assessing team effectiveness as it relates to conflict</li> <li>❖ Using analysis and team building techniques</li> <li>❖ Talking “straight”, using feedback, “group problem solving” and other techniques</li> <li>❖ Creating an environment of positive team energy</li> </ul>
<b>AUDIENCE:</b>	This course is designed for those in supervisory positions or those who have been designated as team leaders.
<b>PREREQUISITE:</b>	None
<b>LENGTH:</b>	2 Days
<b>NOMINATIONS:</b>	<p>Effective immediately (with the sun-setting of TIPS), the Initial Training Request (ITR) form is no longer in use. NAVAIR TEAM employees should request training via Employee Self Service at <a href="https://ess.navair1.navy.mil">https://ess.navair1.navy.mil</a></p> <p><b>NOTE:</b> Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>
<b>COST:</b>	\$315
<b>METHOD OF PAYMENT:</b>	Vendor accepts GCPC (Governmentwide Commercial Purchase Card).
<b>POC:</b>	(301) 757-4123



